

HARBORD VILLAGE RESIDENTS' ASSOCIATION

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To: Members of the Special Committee on Governance
City Hall, February 21, 2019

Proposal on governance changes and the work of the Special Committee

In a letter to the Special Committee on Governance, Councillor Holyday has called on members of the public to express their opinions on:

*“How the reduction in the size of Council has impacted, or may impact, the City's governance;
and*

*Suggestions for changes to the City's governance structure, including modernizing governance,
following the reduction in the size of Council.”*

The City last looked at its organizational structures about 20 years ago, at the time of amalgamation, which combined six municipalities and the Metropolitan level of government into one. That was an extensive process from announcement to implementation, leading from 56 Councillors (1997) to 44 Councillors (2000), also guided by a special committee of Council. Throughout the process, significant changes were made to the structures of the civil service and Council, including the creation of Community Councils.

The 2018 reduction of 47 Councillors to 25 presents no less momentous a challenge—this time to the relationship of resident to Councillor. Based on the 2016 Census, each Councillor now represents close to 111,000 people. City staff have had just four months to recommend an interim structure which allows Council to function and accommodates the basic changes to the committee structure, and appointments to various boards, agencies and commissions.

Recommendations on the work of the Special Committee on Governance

The establishment of this Special Committee on Governance is timely. What will be considered as part of the Committee's mandate is of importance to everyone. The public should be involved in assisting the Committee to determine what will be considered and to make suggestions for change. Paramount is the need to enhance democracy in a 25-ward city, and to harness the creative energy of the residents of Toronto, whose business this is all about.

We want to suggest a streamlined approach to seek public and Councillor input in this process, which could begin towards the end of March 2019 and involve the following steps:

1. **Brain-storming session:** At this session residents and Councillors would put forward their ideas on city governance, ideas for restructuring and how the public can be involved. All ideas would be welcome and recorded. Nothing would be “off-limits”. This session should be held on a week night and then again on a Saturday to allow for maximum participation. The value of such brain-storming sessions is that they produce a wide variety of suggestions in short order. In order to attract as many participants as possible, the sessions would have to be advertised extensively.
2. **Grouping Ideas:** Staff would group the ideas and proposals from the brain-storming sessions and prepare a report for the Committee.
3. **Filtering:** The Committee would review the ideas and proposals generated and add or delete items to form the Committee’s road map for exploring governance change.
4. **Options:** Ideally, options for governance change would be developed. Although, a clear path for a governance model to address the new reality of a 26-member Council might emerge quickly.
5. **Forums:** The options, or a specific approach, should be presented at a limited number of forums, possibly one per Community Council area, to solicit public feedback.
6. **Revisions:** The Committee would review comments from the forums and craft a package of recommendations of governance for City and Council operations.
7. **Recommendations:** The Committee’s recommendations would now enter Council’s approval process.

Impacts on Council operations to date

It is too early in the term to have a full appreciation of the impacts of the change on the City of Toronto. Community Council agendas, as an example, appear to have fewer items than in the past—but that may be an artefact of the holiday break and many items being dealt with by the previous outgoing City Council. Development applications were pushed up last year in the rush to beat the crossover to LPAT, and therefore there are fewer this year.

The central emerging issue is Councillor availability. In the TEYCC area, single issue community meetings with Councillors are now booked a month to six weeks in advance. Staff is standing in for Councillors in some instances. Planning proposals present major challenges, and going forward, the absence of the Ward Councillor throughout the detailed discussion part of the development approval process could prove even more costly in time, with developers confused by possible divisions between the community and the Councillor having to seek additional separate meetings.

We have the impression that Councillors themselves are trying to find their feet in view of the change. City structure has been upended to align with the reduction in the number of

committees, Councillors remain surprised at the City departments that are being assigned to their committees. Planning and Housing, for example, only learned last week that it would be taking carriage of MLS matters.

In their offices, Councillors are still trying to sort out the optimal staffing assignments to meet constituent demand.

Potentially overlooked is the issue of what the changes mean in terms of an individual Councillor's ability to inform themselves. If time pressures force Councillors to specialize—that reduces the number of voices on issues and possibly limits creativity and service to the public.

Considerations for the operation of the Special Committee:

Public engagement:

To ensure the public is fully engaged throughout this process, a stakeholder committee(s) of residents from across the city could be struck to assist the Committee in its work. The committee(s) should have a balance of expertise and interests, since solutions to Toronto's challenge to governance and democratic representation could range from purely political ideas to those involving technology and municipal management. This committee should become expert in existing process.

Outreach:

The Special Committee on Governance should also engage the general public, stakeholder groups, and Councillors through both the robust process of public meetings outlined above, and also, interviews, surveys, polling and social media. Issues should range from how we conduct elections themselves through to enhanced diversity in City government, and opportunities for expanded public participation.

The public engagement process may also result in a service evaluation—assessing the public's impression of accessibility of Councillors as well as the nature of their contacts. This could provide essential information on whether there might be other ways to serve the public. The success of 311 is a case in point.

Testing Councillor opinion:

Included in the assessment on the City Council side should be an analysis of:

- Time spent at Community Councils by item type
- Time spent at City Council by item type
- Time spent meeting constituents
- Time spent on issues research
- Time spent on staff meetings by type
- Time spent outside office hours

It is likely that most of this information would be collected by City staff. However, an outside consultant should be retained to seek the anonymous opinions of Councillors to elicit frank and honest feedback on problems they are encountering. This information should be fed into the dialogue, particularly on what structural changes Councillors might feel are important.

Devising changed roles for the public:

Acknowledging increased demands on individual Councillor's time, the Special Committee on Governance should seek areas where an informed public could contribute to easing the load, *while not increasing demands on a Councillor's time.*

This could include, but is not limited, to change in the following areas:

1. Planning
2. Heritage
3. Budget
4. Parks, Forestry and Recreation
5. Transportation (local streets, Vision Zero, pedestrianization, bicycle infrastructure)
6. Municipal Licensing and Standards

Community Boards:

The 15-member Council of Los Angeles and the 51-member New York City Council are supported by 97 Neighbourhood Councils and 59 Community Boards respectively. These bodies dramatically increase their councillors' ability to deal with public issues.

The Special Committee on Governance should explore the concept of Community Boards for Toronto, based on the current Community Council boundaries. These Community Boards could support local Councillors and ease the workload. We do not see residents in any legislative role, unless the power to legislate is conferred by an election. One model for potential Community Council Advisory Committees for Toronto can be found in the Discussion Paper "The New Reality", by Beate Bowron, Gary Davidson and Sue Dexter, which was released in October 2018.

Community Associations:

The Special Committee on Governance should look at whether an enhanced role for community associations might relieve some of the increased burden on Councillors.

In many parts of Toronto, residents' organizations are sensitive to the particular challenges of their districts. Neighbourhood strength is not evenly spread across the city (<http://tango.to/>). However, community associations do exist in all areas of Toronto. Throughout the past election and its aftermath many new associations have reached out to more established organizations for information and for help in organizing. We understand that a conference planned for April 6, 2019 (TANGO conference) is designed to encourage the creation of new residents' associations and support the strengthening of existing ones.

In summary:

Changing the governance structure and Council operations in a comprehensive manner is a daunting task and one in which all residents should have the opportunity to participate. Without such participation, any changes, no matter how well crafted, will lack legitimacy. We believe that the process we have outlined will help the Committee to complete its task in a timely manner.

The shift from the 47 to the 25-ward model came as a surprise. Going forward, we should create a collaborative process to harness our best ideas to design a more efficient government and to do so carefully, and with a clear commitment to improve local democracy.

Respectfully submitted,

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THE NEW REALITY



An Approach to Governing Toronto in a # 25-Councillor World #

Sue Dexter - Gary Davidson - Beate Bowron (October 2018) !

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INTRODUCTION

The reduction in the number of elected Councillors from 47 to 25 poses a challenge to the effective, democratic and transparent conduct of business in the City of Toronto. Major modifications will be required.

For the 2018 – 2022 term, those 25 Councillors will represent over 2.7 million residents (2016 Census). That means each of the 25 Councillors will have to deal with the needs of an average of 110,000 residents in 2018 plus the large number of people who come into the city to work and play.

As things stand, those 25 Councillors would have to divide their attention among their wards, City Council, 12 Committees, 4 Community Councils and at least 37 Agencies, Boards and Commissions (ABCs). The work of the City will not change; the workload of each Councillor will be almost double that of the former 44 Councillors.

Changes to the Community Council and Committee structure and appointments to Agencies, Boards and Commissions will have to be in place when the 2018-2022 City Council begins its work in December 2018. This is the first priority.

Re-alignment of other work and the potential creation of new bodies such as Community Council Advisory Boards (CCABS) are not as urgent and should become the subject of public debate and city-wide consultation.

We are recommending the creation of Community Council Advisory Boards. We believe they will be essential to balance the workload of the new 25-member City Council and ensure an appropriate level of public engagement in local democracy.

We urge the new Council to set up a Councillor/Staff/Stakeholder Task Force to hold meetings in each Community Council District to gather and process opinions on the composition, responsibilities and ways of operating such Boards. The work of this Task Force should be complete by the end of January 2019, so that the Community Council Advisory Boards can be in place by May 2019.

The goals of this discussion paper are:

- Ensuring that all Torontonians are well represented.
- Ensuring that all Torontonians have ready access to their elected representative.
- Ensuring that 25 Councillors can handle their increased workload.

To this end, this discussion paper aims to do the following:

- Propose a new model of governance and a Committee structure that maximizes transparency.
- Create a decision-making process at City Hall that encourages and facilitates Torontonians' involvement.
- Redistribute current decision-making processes to use the limited resources of 25 Councillors appropriately.
- Enhance the role of diverse populations in the City's policy making and implementation.

- Ensure a structural change process that specifically targets ways in which to reach, inform and engage all constituents.
- Maximize Councillors' capacity to represent.

Research to Date

Since the announcement of the 25-ward system, a group of engaged local residents have been developing a framework and critical analysis for change in City structure. At the same time, during the election campaign, various proposals became part of the public debate.

Our analysis of past Community and City Council meetings shows:

1. Re-distribution of responsibility between Council and Community Councils would have little to no gain in efficiency, as most Council agenda items are dispatched within two minutes.
2. Items such as fences and parking take up little Council time, so offloads to staff would not be helpful and would reduce contact between citizens and their Councillors.
3. A solid minority of Councillors participate in Council debates, so fewer Councillors will provide little streamlining of Council and Community Councils business.

Only changes outside the present system that amplify direct and diverse community input will preserve effective representation.

SUMMARY OF RECOMMENDATIONS:

We urge a transparent City-wide process of public engagement on fundamental restructuring of City process and,

1. **No change to the handling of minor items such as fences, parking and trees at Community Council or City Council.**
2. **No cuts to the ability for the public to depute at Community Council. This is a democratic right.**
3. **Bundling of motions might save meeting time at City and Community Councils.**
4. **No further downloading from City Council to Community Council unless it is desirable as a general policy initiative.**
5. **Reduce the number of City Council Committees from 12 to 4. This may yield some efficiencies through ease of scheduling.**
6. **Reduce the number of Councillors on as many boards as possible and replace them with citizens.**
7. **Make Councillors ex-officio members of community centre and arena boards and replace their positions with citizens and/or staff.**
8. **Review City Council process for efficiencies: holds and the quick releases that follow could bear some examination. Recorded votes that may arise from holds could be bundled because recorded votes take a minute a piece.**
9. **Consider reducing City Council meetings to 2 days and convening two meetings a month. Meetings at night should be discouraged.**

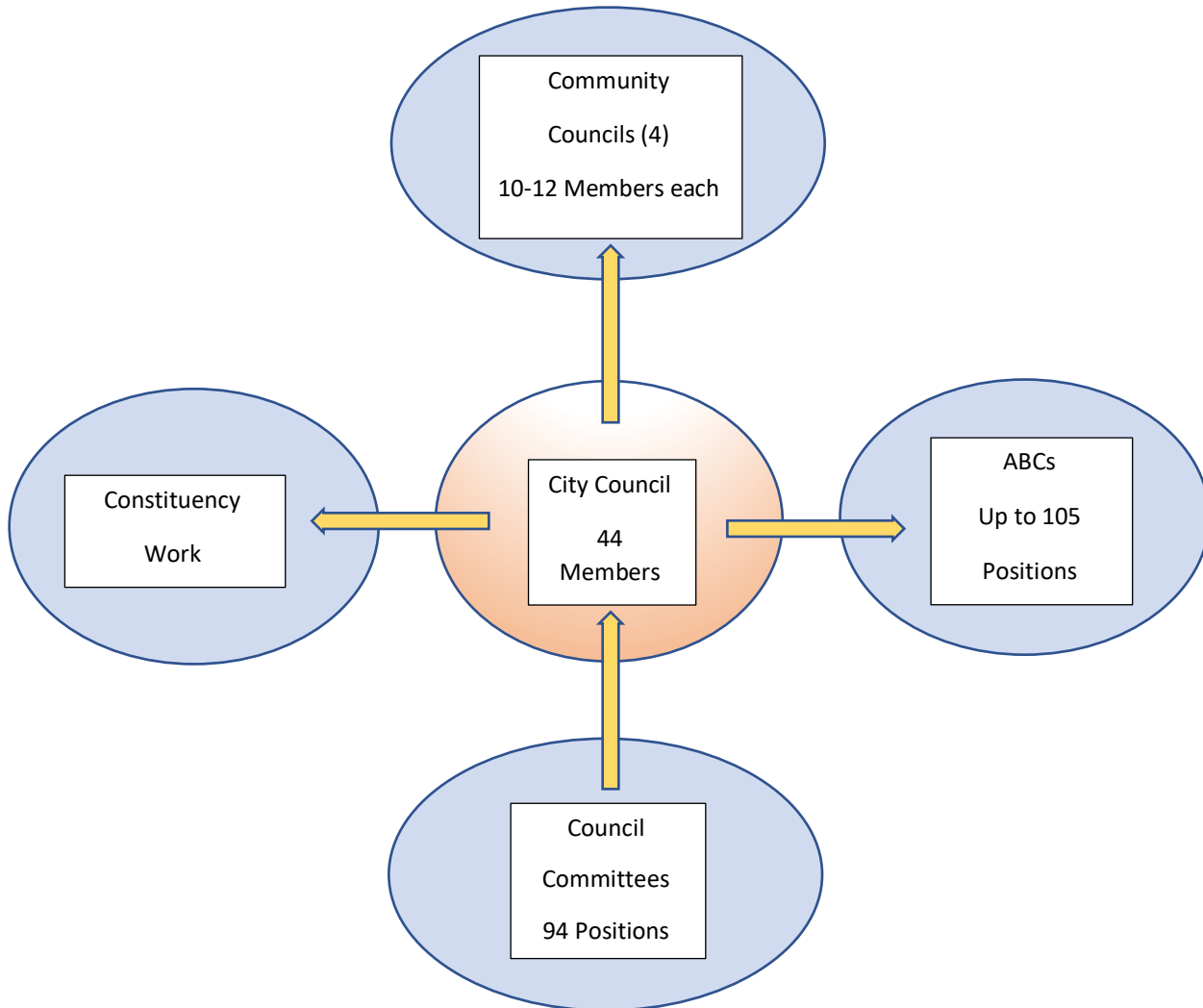
- 10. Maintaining the existing allotment for staff for 47 Councillors in the City's budget. It is vital that constituent service not be diminished as a result of the change in the number of Councillors.**
- 11. In offices where there is a lot of planning activity, additional budget should be provided for an additional person to assist the Councillor in processing development files.**
- 12. Each Community Council should create a sub-committee called the Community Council Advisory Board (CCAB).**
- 13. Each CCAB would make recommendations on matters on Community Council Agendas and would direct its recommendations to its Community Council.**
- 14. Each CCAB should be composed of about 20 members.**
- 15. The CCABs would be appointed by the City and would be comprised of representatives from regionally based stakeholder groups and individual citizens.**
- 16. Diversity of all kinds would need to be ensured.**
- 17. Meetings should take place at night to open the Advisory Boards to a wide membership and allow as many people to attend as possible.**
- 18. A staff secretariat should be created to support the establishment and functioning of the Advisory Boards.**
- 19. Advisory Board members should receive a small meeting stipend.**
- 20. A CCAB mediation office/function should be created to deal with contentious community issues. The office/function should have access to a pre-approved roster of professional mediators, who are familiar with community issues, including planning disputes.**
- 21. The CCAB system should be reviewed in two years.**

This discussion paper is designed to provide research, analysis, and a proposal for this restructuring, as well as a recommended path for community consultation going forward. We trust its suggestions and recommendations will feed into the governance review process City staff are currently conducting.

A. 25 Councillors

Councillors are at the centre of the City government, working on Committees, sitting on Agencies, Boards and Commissions, creating policy, performing administrative oversight at Community and City Councils, and interacting with the public. All elements of City governance are challenged by the reduction in representation.

COUNCILLOR RESPONSIBILITIES
(2014 – 2018 CITY COUNCIL)



There is no reason to believe the demands of governing the City will diminish, or that the workflow will change. Instead, fewer Councillors will be there to manage them. With the reduction in number, the capacity of each Councillor is reduced by a factor of about 2 in all areas of activity, and all directly impact constituents.

At a ward level, Councillors who are already overloaded—particularly in the high development areas of the city in Etobicoke York, downtown Toronto and downtown North York—will be further tested. Wards that exceed 115,000 people (2016 Census) include: Etobicoke Lakeshore at 129,080; Willowdale at 118,805; York South-Weston at 116,690; and Spadina-Fort York at 115,510.

In City Council and Council Committee deliberations, staff reports and background information which have informed 44 Councillors, are now the responsibility of 25. Larger wards will reduce the capacity of Councillors to understand and address the problems of their constituents and will limit their appreciation of the impacts of policy when they vote. This Councillor knowledge deficit translates directly into a democratic deficit, particularly if contact between Councillor and the public is compromised.

Thus, Councillor time is the short resource.

Target Areas for Change

Mandated meetings of Committees and Boards, City Council and Community Councils have taken up a significant time for all Councillors. Historically, actual sittings of Community Councils and City Council alone have occupied 4 of 20 working days a month for all Councillors. Council Committees and sub-committees collectively add about 2 more days. Beyond that, Councillors have responsibilities to attend City Agencies, Boards and Commissions. (See Section D; and Appendices A, D and E).

Conservatively, with preparation time factored in, committee duties of previous Councillors occupied about half the working days of the month. The remaining 'elective' time was available for policy development, and advocacy matters such as planning issues, office work and constituent matters and emergencies. This balance will now be challenged.

We have chosen to look at four main areas of Councillor activity to test whether reassignment might reduce their workload, while preserving effective representation.

B. Relationship between City and Community Councils

Ultimately, powers and responsibilities in the City of Toronto lie with City Council which has powers delegated to it by the Province of Ontario.

City Council receives input from some Agencies, Boards and Commissions, from Council Committees and from its Community Councils.

According to the 2014-2018 City Council Handbook (Vol. 2), "Council is prohibited by law from delegating the following:

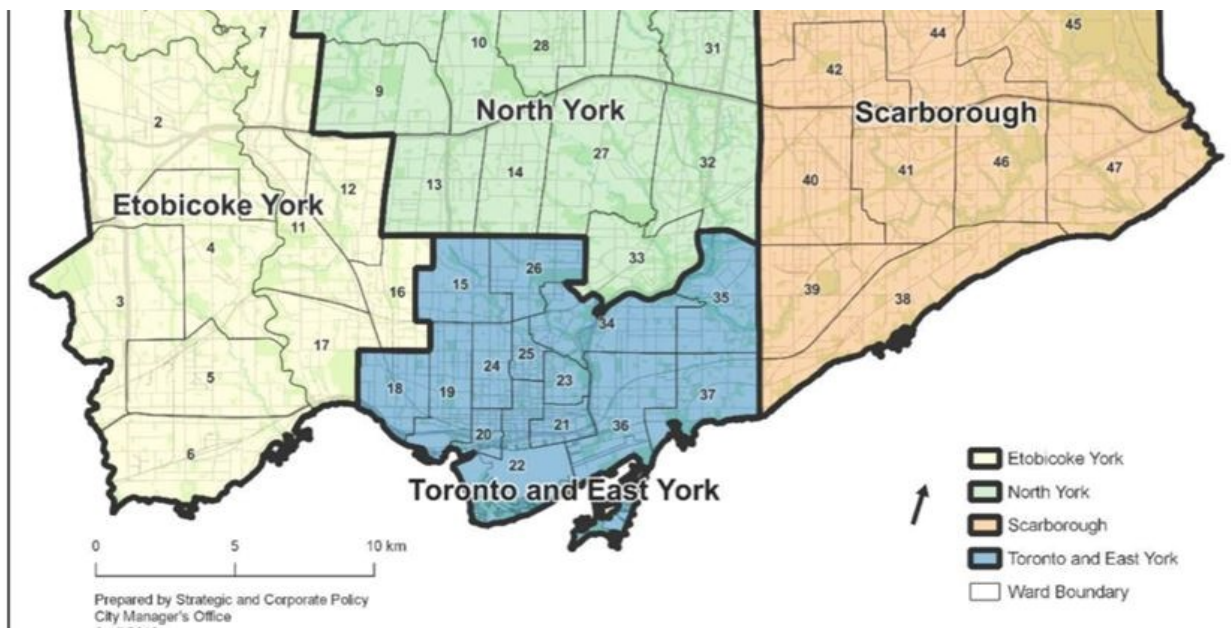
- The power to adopt or amend the budget of the City
- The power to appoint or remove from office an officer of the City whose appointment is required by [an] Act
- The power to impose a tax or make tax rules
- The power to incorporate corporations
- The power to adopt an Official plan or an amendment to an Official Plan under the Planning Act
- The power to pass a zoning by-law under the Planning Act

- The power to establish small business counselling services
- The power to provide financial assistance to municipal capital facilities
- The power to adopt a community improvement plan under section 28 of the Planning Act in certain circumstances”

Over time, City Council has acted within these limits to give Community Councils final say on a specific number of items which now include fence and noise by-law exemptions, on-street parking, standing and stopping, to name a few. In addition, Community Councils are the first point of entry for many planning, transportation, and other proposals which are later dealt with by full City Council and they are the final opportunity for the public to make deputations. They are the Councils closest to Torontonians and are the channel for citizen input to City Council.

C. Community Councils

Among the first issues the 25 Councillors will face is how to divide the city into Community Council areas.



Prior to the election, Toronto had a 4-Community Council structure: Toronto and East York (12 Councillors), Scarborough (10), North York (11) and Etobicoke York (11). With only 25 Councillors to perform the work of 44, their constituted membership becomes an issue.

If the city were split into two Community Councils, it would create an unacceptable distance between Councillors and the deputants whose problems they are addressing. Conversely, a larger number of Community Councils with smaller geographic areas would connect better with residents, but create an unworkably small number of Councillors per Community Council. In addition, a smaller number of Councillors on each Community Council could balkanize and

hamstring City Council by reducing the opportunity to build consensus before items reach the Council floor.

We see two options: preserving the present four Community Council arrangement or going to a three Community Council model.

Both models may result in a challenge of how to maintain quorum and/or have decisions made by a very small number of Councillors, if the quorum threshold is set low.

This Discussion Paper offers a three Community Council structure as well as a four Community Council structure, recognizing that the ultimate boundaries will be a decision of City Council.

3 Community Councils

The arrangements could be as follows:

West Community Council (8 wards): Wards 1, 2, 3, 4, 5, 6, 7, 18

Centre Community Council (9 wards): Wards 8, 9, 10, 11, 12, 13, 14, 15, 19

East Community Council (8 wards): Wards 16, 17, 20, 21, 22, 23, 24, 25

Composition: Two Community Councils comprised of 8 Councillors each, one Community Council with 9 Councillors.

4 Community Councils

The arrangements could be as follows:

Etobicoke York Community Council (6 wards): Wards 1, 2, 3, 4, 5, 7

North York Community Council (6 wards): Wards 6, 8, 15, 16, 17, 18

Toronto East York Community Council (7 wards): 9, 10, 11, 12, 13, 14, 19

Scarborough Community Council (6 wards): 20, 21, 22, 23, 24, 25

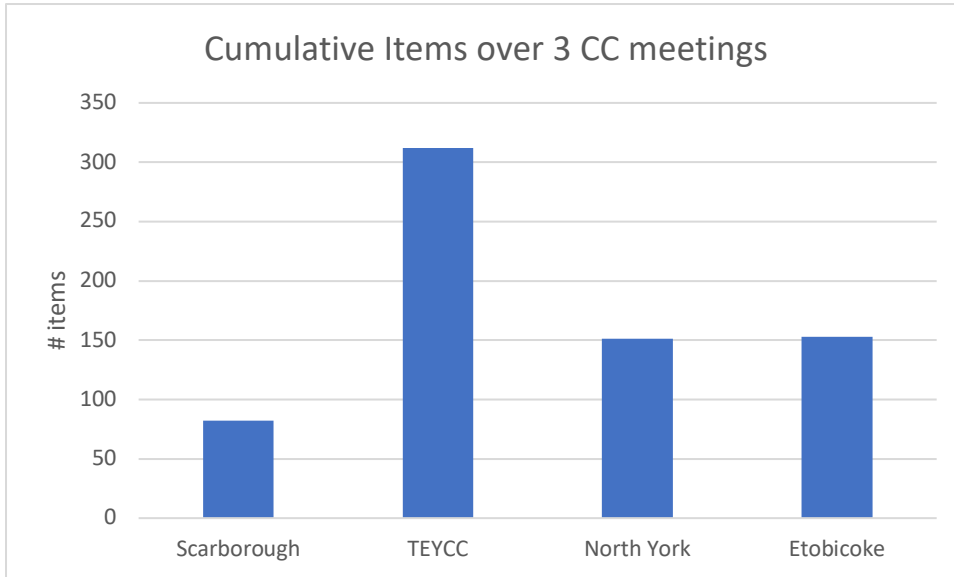
Composition: 3 Community Councils comprised of 6 Councillors each, one Community Council with 7 Councillors.

Other configurations could be examined.

Changing Workload

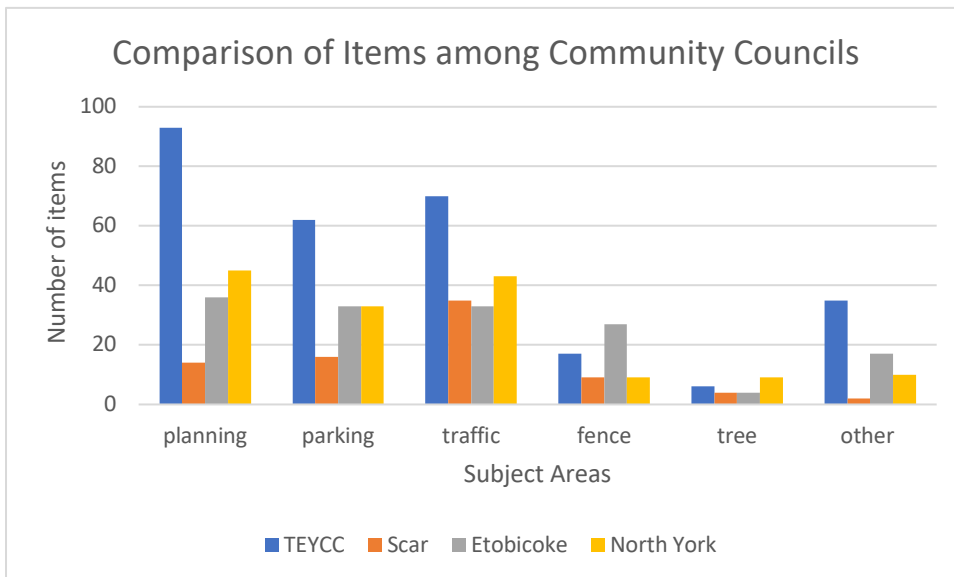
Community Councils meet monthly. While workloads vary among the Community Councils, in all Councils of the City individual Councillors will see their work doubled. Currently, the busiest Community Council, TEYCC, averages 5:15 hours a meeting and handles more than 100 items each meeting.

We analyzed three meetings of all Community Councils (Agendas and Minutes Nov. 14, 2017, January 15, 2018 and April 4, 2018, see links Appendix C.).



TEYCC was the busiest Community Council, with 312 items over the three meetings. North York and Etobicoke York are evenly matched, with 151 and 153 items. Scarborough had the fewest items with 82.

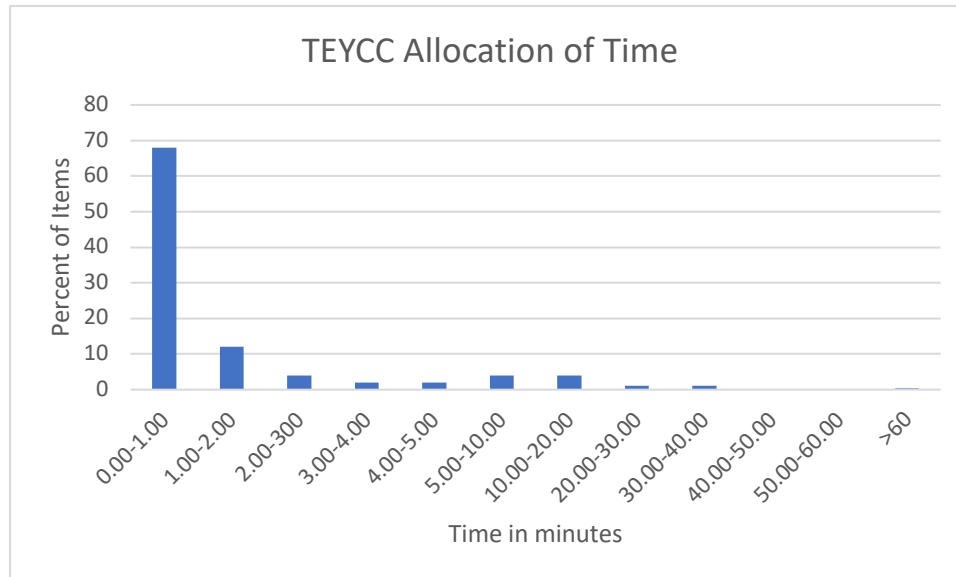
Planning, parking and traffic were the predominant issues in all areas of the city.



Local issues, particularly those dealing with planning, traffic and parking have been identified as logical targets for change. However, their significance diminishes when you consider the actual demand they put on both City and Community Council proceedings.

Time Allocations

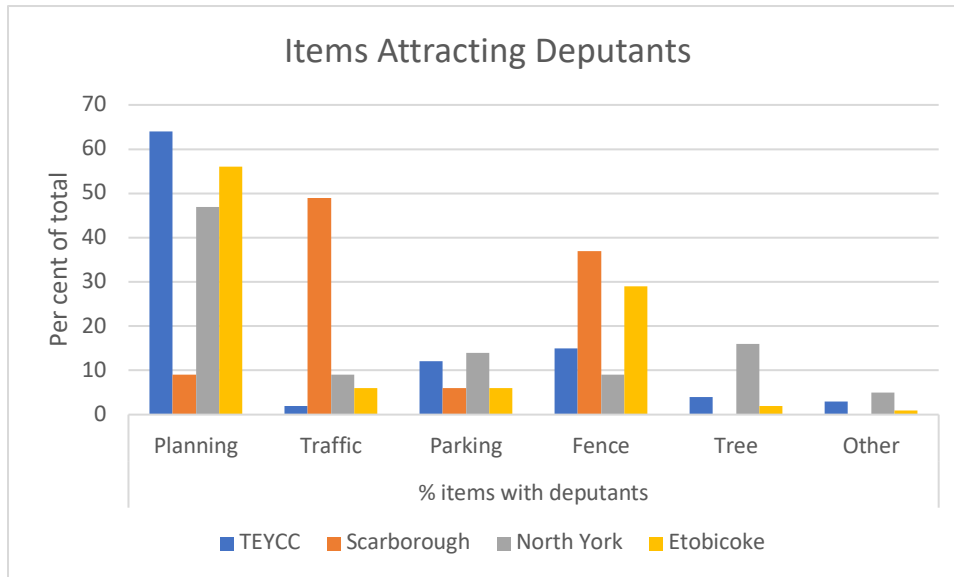
TEYCC processed the largest number of items, but most were dispatched without debate, a pattern that is shared with City Council.



68% of the total agenda items were passed in less than a minute each, close to 80% in under two minutes. The swift items are those that have been singled out as potential cuts. Local traffic, transportation, Vision Zero, changes in roads, accessible parking, parking hours, movement studies, lanes, liquor licenses, appointments, fire routes, park names, festivals were passed without comment, so without major policy changes to discuss, actual demand on Councillors' time was slight. If final decisions were delegated to staff, savings would be negligible.

The Role of Deputants

The demand on Council time is most influenced by deputants—members of the public, proponents, professionals—who wish to put a pitch to Councillors. They are restricted to five minutes each, unless Community Council rules otherwise. On major items they occupy the bulk of meeting time, but they are also an important reflection of the community's interests in issues and a major point of democratic contact.



For TEYCC, the overall pattern is clear: the three meetings analyzed had a duration of 15:47:56 hours. 41% of that Community Council’s time was devoted to deputated items, mostly Planning Requests for Direction for appeals and Final Approvals reports by staff on development projects.

Subject	Number of items	Number of deputants	Time
Request for Direction	14	23	3:17:14
Final Approval	17	28	3:08:00
Front Yard parking	12	13	1:46:42
Fence	17	16	1:28:55
Heritage	13	10	55.12
Demolition	10	3	17:02

Deputants on fences, front yard parking and tree removal appeals used less than the 5 minutes allotted and tended to be individual property owners.

On parking and fences, Councillors engaged directly with deputants, and appeared to use other Councillors and staff to educate deputants, and cushion refusals. The contact between citizens and Councillors was unmistakably friendly and should only be sacrificed if another democratic process is put in place. There was little discussion or debate among Councillors. Instead, local issues were handled primarily by each local Councillor with little disagreement from others.

Contrary to popular opinion, trees and fence appeals represent such a minor portion of all Community Council items and so little upfront Councillor work, that off-loading them would contribute little to relieving the workload of the three busiest Community Councils. Moreover, delegating more final responsibilities to either office staff or City staff would effectively empower appointed persons, while reducing the democratic power of Torontonians by limiting their ability to influence the office holders they elect.

Community Council Responsibilities

According to the June 6, 2018 Interim City Manager’s Report on Community Council Boundaries, current decisions delegated to Community Councils include:

- Fence and noise by-law exemptions
- On-street parking, standing and stopping regulations
- On-street traffic regulation, traffic calming and road alterations on local streets
- Permit appeals for boulevard cafes, residential front-yard parking, and street vending
- Citizen appointments to Business Improvement Area Boards of Management
- Issuing or refusing permits for residential demolition
- Designation of fire routes

Based on our analysis of the flow of business at City Council (see Section F of this Discussion Paper), we are not convinced that the delegation of additional responsibilities to Community Councils would save work or time. If additional items were to be delegated to Community Councils, it would be important to ensure that decisions on those items do not infringe on city-wide policy making. In that case, City Council could institute a procedural rule that allowed it to override Community Council decisions by declaring a city-wide interest and reconsidering any item decided by Community Council that contradicts previously approved Council policy by a two-thirds majority vote. (This idea was first advanced in a 2017 Report of the School of Public Policy and Governance, University of Toronto, “A Practical Blueprint for Change: Final Report of the City Hall Task Force”.)

Recommendations:

- 1. No change to the handling of minor items such as fences, parking and trees at Community Council or City Council.**
- 2. No cuts to the ability for the public to depute at Community Council. This is a democratic right.**
- 3. Bundling of motions might save some meeting time at City and Community Councils.**
- 4. No further downloading from City Council to Community Council unless it is desirable as a general policy initiative.**

D. Council Committees

Councillors also carry out their duties as elected representatives as members of Council Committees, such as the Executive Committee, Planning and Growth Management Committee and Parks and Environment Committee. These Committees hear deputations on city-wide issues, which are not within the purview of Community Councils. Just as with Community Councils, public deputations at Committees offer citizens access to their Councillors. Public deputations must remain part of Committee deliberations.

As presently constituted, City Council currently has 14 Committees on which Councillors are represented. Some Committees are sub-committees of the Executive Committee (Budget;

Employee and Labour Relations; Affordable Housing). Others are Standing Policy Committees (Community Development & Recreation; Economic Development; Public Works & Infrastructure; Government Management; Planning & Growth Management; Parks & Environment; Licensing & Standards). Yet others meet occasionally for specific purposes (Audit; Civic Appointments; Striking). The Board of Health is a special purpose body which is discussed in Section E of this paper under Agencies, Boards and Commissions.

The Executive Committee and the Standing Policy Committees meet approximately 10 times a year. Their meetings are scattered throughout the month. Most Committees have comprised of 6 Councillors (for present composition of the major Committees, see Appendix D).

This large number of Committees is not sustainable. Councillors have been assigned to these Committees from a pool of 44 Councillors. This will now be reduced to 25. Realignments could yield some efficiencies, but the workload will be daunting.

Major Overhaul of City Council Committees

This Discussion Paper suggests that the current Committees be reduced to four and be aligned more or less with the Clusters in the City's public service. Given the diverse topics to be covered by the new Committees, their agenda items will have to be organized and timed by subject. Meetings of three of the four committees would absorb a similar amount of Councillor time.

The following is a suggested re-arrangement of City Council's Committees:

The Executive Committee will have to remain as an independent committee and includes the Budget Committee among its subcommittees. Its November 2017 meeting lasted 10:53 hours.

In the 2014 – 2018 term the Executive Committee had 12 members—virtually half the new City Council. We suggest it be reduced to 7 members (the Mayor; Budget Chief; chairs of the 3 new Committees suggested below; plus 2 Councillors at-large).

Cluster A Committee

This Committee should include 9 members and deal with the issues currently covered by the following Committees:

- Community Development and Recreation
- Economic Development
- Affordable Housing
- Parks and Environment

The November 2017 meetings for these Committees totalled 9:11 hours.

Cluster B Committee

This Committee should include 9 members and will deal with the issues currently covered by the following Committees:

- Licensing and Standards
- Planning and Growth

- Public Works and Infrastructure

The November 2017 meetings for these Committees occupied 12:32 hours.

Internal Corporate Services (Cluster C) Committee

This Committee should include 7 members and will deal with the issues currently covered by the following committees:

- Audit
- Civic Appointments
- Government Management
- Striking
- Employee and Labour Relations

The November 2017 meetings for these Committees occupied about 7 hours.

Even with only 4 Committees, Councillors will be hard-pressed to serve. To illustrate the challenge, the committees forming the suggested Internal Corporate Services (Cluster C) Committee used to include 20 different Councillors, virtually the entire new City Council. If our recommendations were accepted, that work would fall on the shoulders of 7 Councillors. Sittings of Executive and Cluster A and B Committees will occupy 2 full days of Councillor time each and the diversity of topics will require more preparation time.

Even so, there may be some advantages in having one Committee cover a broader range of topics, since Councillors, who are not formal members of a particular Committee, but are interested in specific items, will not have to juggle their agendas or times to attend so many different Committee meetings. It may also be helpful for City staff, whose attendance will be required for specific subject areas within a reduced timeframe. How agendas and workloads will be organized is beyond our present scope.

Recommendation:

- 1. Reduce the number of City Council Committees from 12 to 4. This may yield some efficiencies through ease of scheduling.**

E. Agencies, Boards and Commissions (ABCs)

Less visibly, Councillors are not only members of City Council, Committees, and Community Councils, but they also are appointed to Agencies, Boards and Commissions (ABCs). This section of the Discussion Paper focuses only on the 37 ABCs that currently have Councillors on their boards of directors.

The ABCs cover a broad range of functions that are quite distinct. Some are created by Provincial legislation, while others are formed by the City. The following Table indicates the composition of the 37 ABCs that are currently listed on the City's website as requiring appointments.

TORONTO'S AGENCIES, BOARDS AND COMMISSIONS (1)

ABC Name (2)	Established By (3)	Number of Members	Mayor or Delegate (4)	Number of Councillors	Others (5)
Group A – City-wide ABCs					
Board of Health	PL	13	No	6	7
Toronto Public Library	PL	12	Yes	3	8
Toronto and Region Conservation Authority (6)	PL	28	No	9	5
Toronto Police Services Board	PL	7	Yes	2	4
Civic Theatres Toronto	City	13	Yes	4	8
Hummingbird (Sony) Centre for the Performing Arts	City	5	Yes	4	0
St. Lawrence Centre for the Arts	City	5	Yes	4	0
Toronto Atmospheric Fund	City	12	Yes	4	7
Exhibition Place	City	9	Yes	4	4
Toronto Zoo	City	12	Yes	3	8
Create Toronto	City	9	Yes	2	6
Toronto Investment Board	City	17	Yes	3	13
Toronto Parking Authority	City	8	No	2	6
Toronto Community Housing Corporation	City	13	Yes	3	9
Toronto Port Lands Company	City	9	Yes	2	6
Heritage Toronto	City	29	Yes	3	25
Toronto Hydro	City	11	Yes	2	8
Waterfront Toronto (7)	(7)	13	No	4	0
Toronto Transit Commission	City	11	No	7	4
Group B - Community Centre Boards (8)					
519 Church Street Community Centre	City	12	No	1	11
Applegrove Community Complex	City	11	No	1	10
Cecil Street Community Centre	City	12	No	1	11
Central Eglinton Community Centre	City	8	No	1	7
Community Centre 55	City	7	No	1	6
Eastview Neighbourhood Community Centre		12	No	1	11
Harbourfront Community Centre	City	9	No	1	8

ABC Name (2)	Established By (3)	Number of Members	Mayor or Delegate (4)	Number of Councillors	Others (5)
Ralph Thornton Community Centre	City	13	No	1	12
Scadding Court Community Centre	City	14	No	1	13
Swansea Town Hall Community Centre	City	16	No	1	15
Group C – Community Arena Boards (9)					
George Bell Arena	City	12	No	1	11
Larry Grossman Forest Hill Memorial Arena	City	10	No	2	8
Leaside Memorial Community Gardens Arena	City	12	No	1	11
McCormick Playground Arena	City	11	No	1	10
Moss Park Arena	City	11	No	1	10
North Toronto Memorial Arena	City	10	No	2	8
Ted Reeve Community Arena	City	12	No	1	11
William H. Bolton Arena	City	12	No	1	11

- (1) Source: www.toronto.ca/citygovernment/agencies&corporation
- (2) These are the ABCs listed by the City as requiring appointments by the City. There are other ABCs (i.e. BIAs) that Councillors sit on or attend on a voluntary basis.
- (3) ABCs are established by either Provincial Legislation (PL) or the City through bylaw or resolution.
- (4) Some ABCs specify the “Mayor or Delegate”. The delegate may be a Councillor or a citizen.
- (5) This usually refers to citizen appointees, but in specific cases may be a member of City staff or appointed by another level of government.
- (6) The Conservation Authority has 14 members that are from other municipalities.
- (7) Waterfront Toronto is a joint agency of the City, Province and Federal Government.
- (8) Community Centre Boards specify the Council representative from the Ward in which the Community Centre is located.
- (9) Arena Boards specify the Council representative from the Ward in which the Community Centre is located.

At present, Members of Council sit on all of these ABCs. This requires some 91 Councillor appointments, of which 21, mostly for Boards of community centres and arenas, specify that the Ward Councillor be a member of the Board. If the Mayor appoints a Councillor as his/her delegate, the number could rise as high as 105.

With the reduction of Councillors from 44 to 25 for the 2018 – 2022 Council term, the current level of appointments to ABCs is not sustainable. Section 141 of COTA allows the City to appoint members to ABCs. However, only the Toronto Police Services Board specifically requires that the Mayor (or designated Councillor) and 2 Councillors be on the Board. While

some Boards specify the number of representatives from the City (i.e. the Toronto and Region Conservation Authority) or the total number Board members (i.e. the Toronto Public Library Board), the City can fill these ABCs as it sees fit with either Councillors, members of the public or staff.

Cuts to Representation on Boards: an Opportunity for Citizen Engagement

The immediate focus for reducing the number of Councillors on the ABCs in Group A on the Table above for the upcoming term of Council should be those Boards established under provincial legislation. On these 4 Boards alone, there are 20 Councillor positions. The Board with the most Councillors is the Toronto and Region Conservation Authority with 9. While Council will want to retain some Members on each of these Boards, among the current 41 members that the City appoints (Councillors and citizens) there is considerable scope for increasing the number of citizens and reducing the workload of Councillors.

Boards established by the City in Group A could also be reviewed with a view of possibly reducing the total number of Board members required. Currently 176 people are on these 15 Boards/ Commissions, of which 62 are Members of Council. The remainder are citizens, and in a few cases, designated staff. Again, there is ample room for increasing the number of citizens involved and lessening the workload of Councillors, while still preserving a strong connection between the Board / Commission and City Council.

The final area for discussion is what to do with the boards of community centres and arenas, Groups B and C on the above Table. There are 10 community centre boards and 8 arena boards. All specify that the Ward Councillor, and in two cases an additional Councillor, be on their Boards. In all, 20 Councillor positions are specified. A decision has to be made whether those Boards should specify Councillors at all, or just make them ex-officio members. Alternatively, as with other community centres and arena boards in the city, their Boards could be composed solely of citizens and staff.

Having Councillors represented on ABCs is important. They act in a liaison function with City Council and bring important insight and information to the Boards / Commissions on which they serve. With the reduction in the number of Councillors, serious consideration needs to be given to reducing the number of Councillor appointments to the various ABCs that now populate the City's organizational chart.

Recommendations:

- 1. Reduce the number of Councillors on as many boards as possible and replace them with citizens.**
- 2. Make Councillors ex-officio members of community centre and arena boards and replace their positions with citizens and/or staff.**

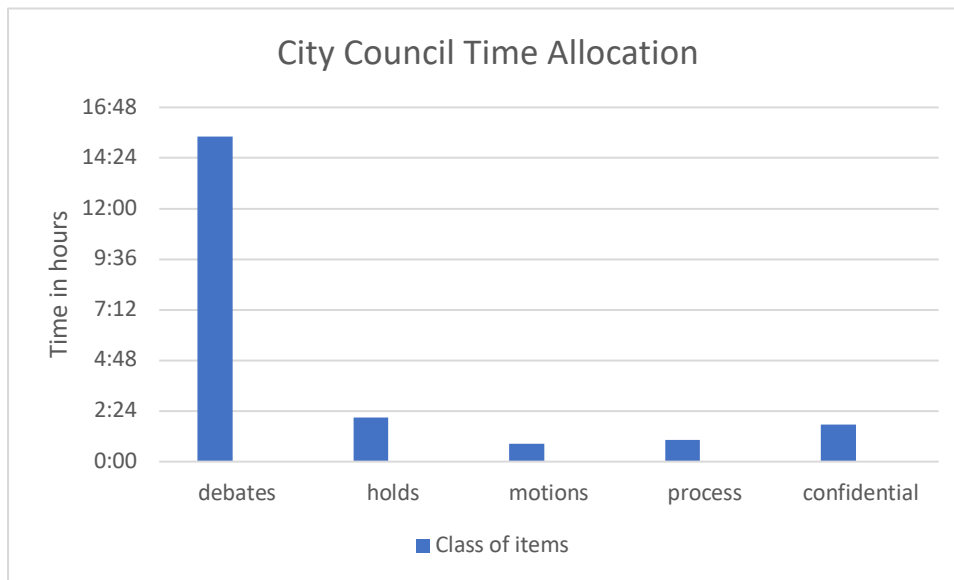
F. City Council

At the top of the City of Toronto pyramid is City Council, with 25 Councillors and the Mayor. Each month, it receives recommendations from all Committees, Community Councils, some Boards, Agencies and Commissions and decides what must be done.

What happens at Council meetings is determined by the Councillors themselves, along with the Mayor, overseen by the Speaker. Any item could be debated.

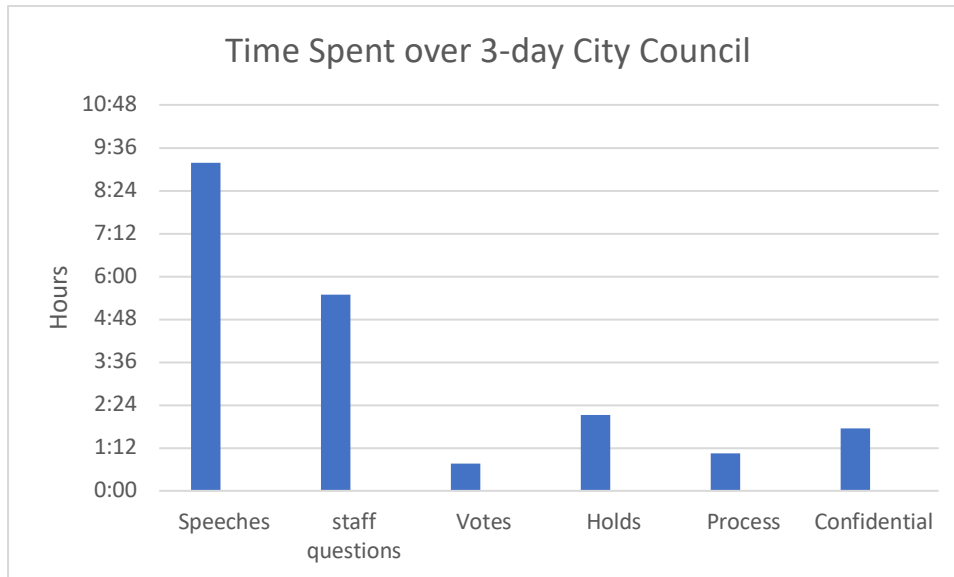
To identify where there may be inefficiency in the system, we analyzed the flow of business at the City Council meeting Nov. 7, 8, 9, 2017 through YouTube and meeting minutes. (Details can be found in Appendix E)

The three-day meeting occupied three days and nights, took 23:31:00 hours and dealt with 208 items.



Debates took up two days of the three-day City Council meeting.

As we saw with Community Councils, most items went through without discussion. 77% of items were either adopted after being held or adopted by consent, which means they were not discussed. 12% were amended, and 10% were deferred, referred or withdrawn.



Time

While all items had the potential for debate, only 12 items were debated. All debates followed a set pattern: questions of staff, speeches, votes.

Questions of staff took up 5:28 hours or 26% of the sitting. Speeches followed, taking up 9:10 hours or 43% of time. Votes took 4% of time.

Less than half the 44 Councillors participated (an average of 6 Councillors were absent). The largest number speaking or asking questions was 24, but the average was 11. Half of the items had six speakers. This suggests that fewer Councillors on the new Council will save some time.

Subjects

The debates centred on five Executive Committee items; one from Public Works and Infrastructure, two from Audit, one from Licensing and Standards, two from Striking Committee and one was a Member's Motion. All debated items dealt with subjects that had city-wide implications (like opening of stores serving prepared food at Christmas, an Auditor General's report, changes in providers for school crossing guards and arrangements for public pools). *No items coming forward from Community Councils were debated, so they took up virtually no time.*

Meeting efficiency

The third day of debate saw a slight drop in attendance both during the day and in the evening. Councillors sounded exhausted and seemed less organized, so items seemed to move through less quickly.

Contrary to expectation, in our limited sample, there was only one ten-minute period in which tempers frayed.

Recommendations:

- 1. Review City Council process for efficiencies: holds and the quick releases that follow could bear some examination. Recorded votes that may arise from holds could be bundled because recorded votes take a minute a piece.**
- 2. Consider reducing City Council meetings to 2 days and convening two meetings a month. Meetings at night should be discouraged.**

G. The Councillor's Office

Much of the contact between citizens and Councillors takes place in the office context. The Councillor's capacity to serve should not be compromised.

The Councillor's office should not be treated as the time that is left over after their other responsibilities are met. The ability to engage directly with residents in a broad number of settings is fundamental to effective representation. While programmes such as 311 are effective, they are no substitute for the Councillor who can act on citizen concerns at Councils and with staff.

It is difficult to make universal recommendations on office staffing, as the demands on a Councillor's office are ward specific. Different Councillors also have different styles of dealing with their wards.

Recommendations:

- 1. Maintain the existing allotment for staff for 44 Councillors in the City's budget. It is vital that service not be diminished as a result of the change in the number of Councillors.**
- 2. In offices where there is a lot of planning activity, additional budget should be provided for an additional person to assist the Councillor in processing development files.**

H. Community Council Advisory Boards (CCABs)

Over the course of the election campaign, there has been quickening interest in broadening citizen participation in government. One idea is to include citizens on Community Councils and another is to create Ward Advisory Boards, possibly with elected members.

Adding voting citizen members to Community Councils to sit with elected representatives creates a concern for democratic legitimacy. Regardless of how transparent the selection process is, giving power to recommend legislation with budgetary implications to non-elected people is not appropriate in a system of representative democracy.

We considered the idea of individual Ward Advisory Boards but dismissed the notion. Twenty-five Ward Advisory Boards would be a considerable load on the Community Councils and would fragment decision making. Complementing Community Councils with a single advisory board

can reduce the workload of Community Councils while still leaving ultimate decision-making authority with the elected members of Community Councils.

This Discussion Paper proposes three or four Community Council Advisory Boards (CCABs) with approximately 20 members on each CCAB. The CCAB would be composed of members representing a combination of citizens and stakeholder organizations, such as residents' associations, local NGOs and BIAs. Appointments should be subject to the same criteria as the current City appointment process.

The City of Toronto Act (COTA) allows Community Councils to establish sub-committees and appoint people to them. A Community Council Advisory Board would be such a sub-committee. Its value and function would be to lighten the workload of the Community Councils and make recommendations. Its responsibilities would mirror those of Community Council, except it would have no governance function.

Our research indicates that the bulk of Community Councils' focus is on 3 items – planning, traffic, and parking. While the time the four Community Councils spend on these items varies, it is these 3 items that dominate. Deputed planning matters take up the bulk of Community Council time. About half of them involve permissions to proceed with costly and time-consuming litigation on development proposals at the Toronto Local Appeal Body.

The CCABs would process the same types of items as Community Councils before Community Councils deal with those items. As is customary, City staff would contribute written reports and could be asked for information and comment at CCAB meetings. CCABs would have to be staffed in a similar vein as other Council Committees or Sub-committees.

CCABs would recommend approval or refusal of an item. Their recommendations would be included on Community Council agendas.

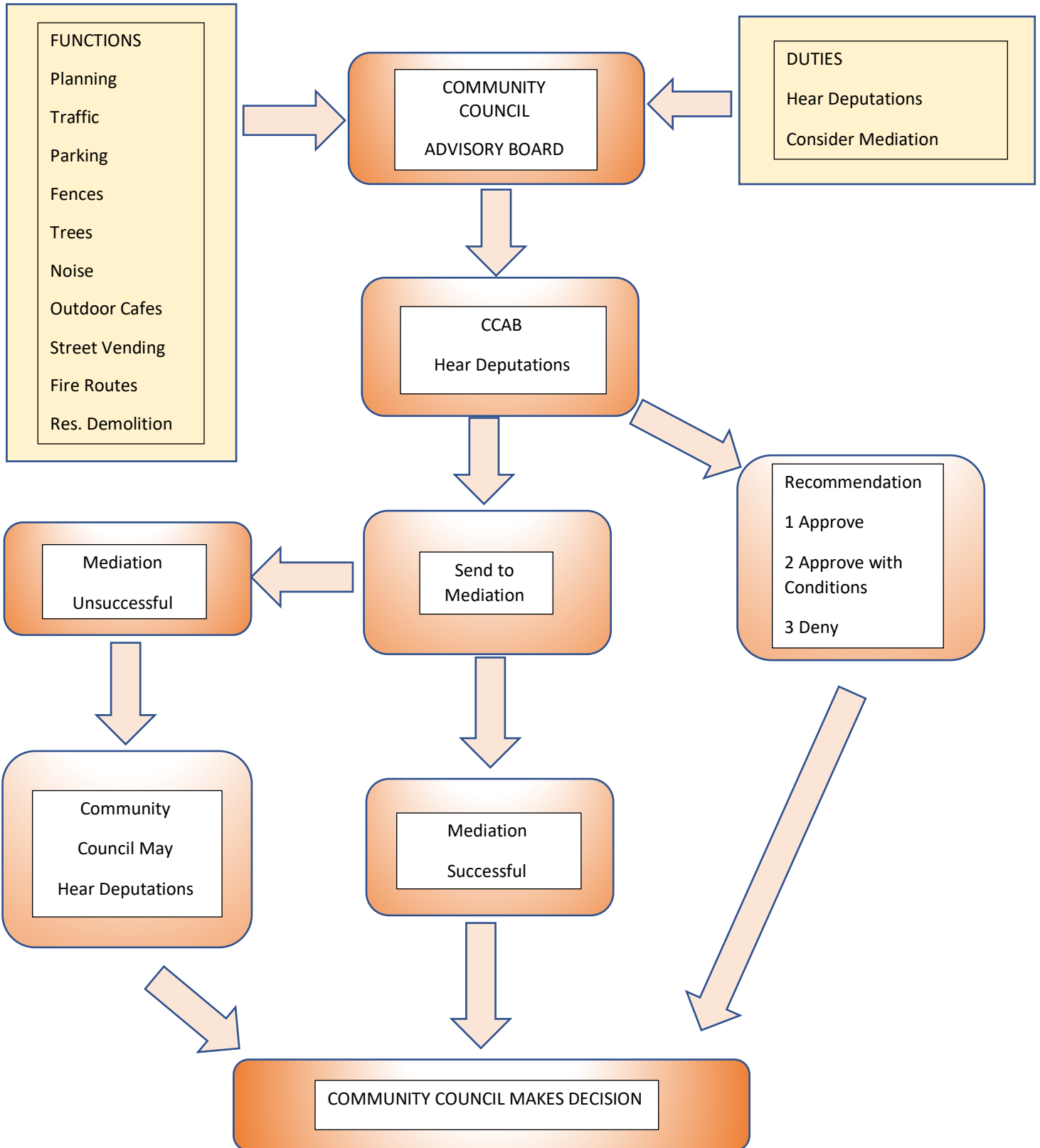
Where the CCABs saw an opportunity to resolve contested issues, it could mandate City-based mediation. This could build consensus and avoid lengthy debate on contentious issues at Community Council. CCABs would report the results of such mediation to Community Councils for final decision.

The following chart displays the work and recommendation flow of the proposed CCAB.

COMMUNITY COUNCIL ADVISORY BOARD

(CCAB)

WORK FLOW



Mediation Office/Function

To date, the City has not formally mandated a planning mediation process. For a time, Committee of Adjustment offered a pilot project on mediation, but provided no prior notice to those attending hearings. It may not have been judged a success. In contrast, recent mediations conducted by planning mediators with established procedures at the OMB and LPAT have led to a number of major and successful settlements.

We believe that large and small contentious issues, which come before Community Councils, are ideal candidates for mediation and that CCABs are in the best position to assess the possibilities for such mediation. The help of a trained mediator could assist parties to reach consensus. This will avoid lengthy Community Council deputations and debate, thus reducing Councillor workload.

Recommendations:

- 1. Each Community Council should create a sub-committee called the Community Council Advisory Board (CCAB).**
- 2. Each CCAB would make recommendations on matters on Community Council Agendas and would direct its recommendations to its Community Council.**
- 3. Each CCAB should be composed of about 20 members.**
- 4. The CCABs would be appointed by the City and would be comprised of representatives from locally based stakeholder groups and individual citizens.**
- 5. Diversity of all kinds would need to be ensured.**
- 6. Meetings should take place at night to open the Advisory Boards to a wide membership and allow as many people to attend as possible.**
- 7. A staff secretariat should be created to support the establishment and functioning of the Advisory Boards.**
- 8. Advisory Board members should receive a small meeting stipend.**
- 9. A CCAB mediation office/function should be created to deal with contentious community issues. The office/function should have access to a pre-approved roster of professional mediators, who are familiar with community issues, including planning disputes.**
- 10. The CCAB system should be reviewed in two years.**

I. Conclusions and Steps Forward

We offer this Discussion Paper and its recommendations to the governance review process City staff is currently conducting. But we are aware of many concerned groups and individuals across the city who have ideas to contribute to this process.

We are all confronting the new reality of having only 25 Councillors to deal with the same complexities of issues and ever-increasing challenges that constitute today's municipal governance.

Our research indicates that:

- City Council is quite efficient. Local and minor issues are dealt with exceedingly quickly. The majority of Council time is spent debating city-wide issues and city-wide policy, which is exactly how most critics indicate its time should be spent.
- Most of the discussion time on issues is taken up by a few Councillors, usually around a dozen, that are most interested in a topic.
- Community Councils spend most of their time on deputations.

There would be virtually no gain in efficiencies from moving legislative responsibility from City Council to Community Councils or from shifting more responsibilities onto staff. However, there could be an unacceptable loss of democratic influence, if more matters were to be delegated to appointed City or Councillor staff.

We have identified some opportunities to reduce some of the pressures on the new Council arrangement. The major ones are:

- Consider limiting City Council meeting to 2 days and holding two Council meetings a month.
- Collapse current Council Committees into 4 Committees, the Executive Committee and three Committees based more or less on the current City public service clusters.
- Reduce the number of Councillors on ABCs and replace them with citizens and, in some cases, staff. Consider removing Councillors from current community centre and arena boards and replace them with citizens or staff. Ward Councillors could be ex-officio members.
- Create a Community Council Advisory Board for each Community Council with the authority to hear deputations, institute mediation and make recommendations to Community Council.

This Discussion Paper illustrates how complicated the business of the City actually is and how surprisingly different it is from what we expected. We are uncomfortably aware of the challenge of recommending different ways of handling the business of the City, when there are so many interwoven relationships.

We presume Council will make the decision on changes to its Committees and Councillor appointments to the ABCs. Additional structural changes such as the CCABS should be subject a full and transparent City-wide consultation process. Stakeholders should be identified and citizens engages in whatever plans are put forward for endorsement.

Our City deserves no less.

APPENDIX A

Notes on Deputants:

Community-Councillor interactions are a significant component of Community Council activities in our sample meetings, but Councillors from the different Community Councils face different demands and different levels of engagement.

		Number of items	Number of deputants	Duration of meeting
Scarborough	Nov.	20	10	2:44:15
	Jan.	26	12	2:44:36
	April	36	13	4:59:53
Etobicoke & York	Nov.	42	33	3:45:01
	Jan.	56	21	6:06:10
	April	55	32	7:47:32
North York	Nov.	58	25	4:04:14
	Jan.	48	10	3:44:23
	April	45	8	2:18:44
Tor& East York	Nov.	100	33	5:54:35
	Jan.	101	33	3:47:55
	April	112	43	6:05:26

TEYCC and Etobicoke had the largest number of deputants.

TEYCC had 110 deputants over the sample meetings, over a total of 312 items.

Scarborough had 35 deputants over 82 items.

North York hosted 43 deputants over 151 items.

Etobicoke & York had 86 deputants over 153 items.

TEYCC

<http://app.toronto.ca/tmmis/decisionBodyProfile.do?function=doPrepare&meetingId=11929#Meeting-2017.TE28>

<http://app.toronto.ca/tmmis/decisionBodyProfile.do?function=doPrepare&meetingId=11929#Meeting-2018.TE29>

<http://app.toronto.ca/tmmis/decisionBodyProfile.do?function=doPrepare&meetingId=11929#Meeting-2018.TE31>

North York CC

<http://app.toronto.ca/tmmis/decisionBodyProfile.do?function=doPrepare&decisionBodyId=962#Meeting-2017.NY26>

<http://app.toronto.ca/tmmis/decisionBodyProfile.do?function=doPrepare&decisionBodyId=962#Meeting-2018.NY27>

<http://app.toronto.ca/tmmis/decisionBodyProfile.do?function=doPrepare&decisionBodyId=962#Meeting-2018.NY29>

Scarborough CC

<http://app.toronto.ca/tmmis/decisionBodyProfile.do?function=doPrepare&decisionBodyId=963#Meeting-2017.SC26>

<http://app.toronto.ca/tmmis/decisionBodyProfile.do?function=doPrepare&decisionBodyId=963#Meeting-2018.SC27>

<http://app.toronto.ca/tmmis/decisionBodyProfile.do?function=doPrepare&decisionBodyId=963#Meeting-2018.SC29>

Etobicoke York CC

<http://app.toronto.ca/tmmis/decisionBodyProfile.do?function=doPrepare&meetingId=11930#Meeting-2017.EY26>

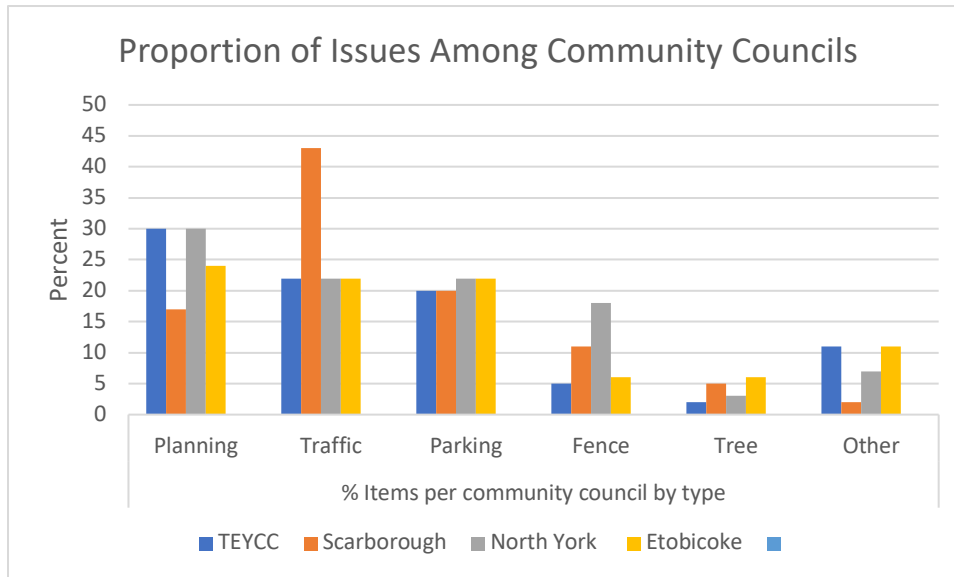
<http://app.toronto.ca/tmmis/decisionBodyProfile.do?function=doPrepare&meetingId=11930#Meeting-2018.EY27>

<http://app.toronto.ca/tmmis/decisionBodyProfile.do?function=doPrepare&meetingId=11930#Meeting-2018.EY29>

APPENDIX B

The Scarborough difference:

The balance of items within Community Councils varies. Scarborough, in particular, stands out for having a higher percentage of traffic items than its sister Community Councils and significantly less planning, fence and tree items. Only parking matters are consistent among the four Community Councils.



APPENDIX C

Analysis of TEYCC meetings Nov. 14, 2017, Jan. 16, and April 6, 2018. Source meeting agendas and YouTube record. The number of deputants is in brackets.

Dept.	Category	Nov. 14 items	Time total	Jan.16 items	Time total	April 4 items	Time total
Transportation	Lane naming/closure	2	4:04	3	3:14	2 1	4:43 0:36
Planning	Zoning Preliminary	10	5:03	7	4:27	5	2:34
	Final	5 (16)	1:58:34	6 (3)	14:47	6 (9)	46:47
	Refusal request	1	0:44	2 (6)	29:23	7 (8)	47:24
	direction	3 (3)	1:50	4 (12)	59:50	7 (8)	47:24
	LAB	0	0	0	0	1	0:31
	settlement	0	0	1	0:10	0	
	Constn staging	4	11:18	12	7:53	6 (1)	11:40
	Area plan	2	1:31	0		1	0:25
	Creation of a lot	0	0	0		1	0:15
	Comm consult \$	2	0:29	0		1	0:25
Planning	Heritage	2	1:42	6 (3)	27:38	5 (7)	23:52
Planning	Demolition	1 (1)	5:30	1	1:31	8 (2)	10:01
Bylaw	Fence	10 (11)	57:07	3 (1)	8:05	4 (4)	23:43

Dept.	Category	Nov. 14 items	Time total	Jan.16 items	Time total	April 4 items	Time total
Forestry -Policy	Tree remove Protect	1	0:43	1 (1)	8:21	3 (3) 1	29:15 0:17
Transportation	Parking front yard	4 (2)	16:58	4 (5)	38:43	4 (6)	51:01
	Parking accessible	2	1:14	2	0:21	5	1:29
	Parking Hours/rules	14	6:30	9	4:39	10	3:50
	Parking drop off			1	0:21	1	0:14
	Parking/mvt study	0		2	0:56	1	0:17
	Traffic study	1	1:26	1	0:21		
	EV study			1	0:48		
	Traffic calm	1	0:53	7	5:47	2	0:50
	Speed humps	7	3:22	6	3:19	5 (2)	14:57
	School zone	1	0:20	0			
	Loading zone	2	1.24	3	1:48	1	0:14
	Control signals	6	4:01	6	2:30	6	2:18
	Safety plan	1	3.16	1	0:21`		
	Truck prohibition					1	0:15
	Road constn Lane narrow					1`	0:15
	Lane designation					1	0:13
	Road close/change	7	3.53	3	2:03		
Commercial	Boulevard café			1 (2)	7:47	10	10:56
	Liquor license Alcohol complaint			1	0:22	2 1	0:12
Appointments	appointments	2	1:18	6	2:13	1	0:52
	Playground appt					1	0:25
Roads	Hydro pole					1	3.21
Fire	Fire route			1	0:33	2	0:32
Parks	Park names					1	1:56
Planning U.D.	Public art	3	1:03	2	1:04	1	0:15
	Festival	0	0	0		1	0:43
	Run event fee	0	0	0		1	1:37
	Liquor events	1	0:19	1	1:34		

*rounded numbers: a preponderance of items are passed in seconds.

APPENDIX D: Committees of City Council November 2017: Total c. 40 hours/month

<http://app.toronto.ca/tmmis/decisionBodyList.do?function=prepareDisplayDBList>

<p>Executive Committee 12 + Mayor 10:53 hours</p> <p>Ainslie Bailao Burnside Crawford McMahon Palacio Pasternak Robinson Shiner Thompson Tory Di Giorgio Minnan-Wong</p> <p>Visitors: Cressy, Davis Fletcher, Holyday, Campbell, Troisi, Perks, Nunziata, Perruzza</p>	<p>PG 6 members 6:34 hours</p> <p>Bailao Campbell Di Ciano Fillion Perks Shiner</p> <p>Visiting: Fletcher, Matlow, Augimeri, Robinson</p>	<p>Audit * 6 members 4:19 hours</p> <p>Carmichael Greb Ford Hart Holyday Lee Matlow</p> <p>Visiting: De Baeremaeker Karygiannis, Nunziata, Palacio</p> <p>*Audit committee meeting October, 2017. All other meetings are November.</p>	<p>PWIC 6 members 3:08 hours</p> <p>Holyday Lee Mammoliti Perruzza Robinson</p>
<p>Licensing & standards 6 members 3:50 hours</p> <p>Burnside De Baeremaeker Di Giorgio Karygiannis Nunziata Palacio</p> <p>Visiting: Bailao, Fletcher</p>	<p>Community Dev. 6 members 3:41 hours</p> <p>Cressy Fletcher Ford Mihevc Pasternak Wong-Tam</p> <p>Visiting: Ainslie</p>	<p>Budget 7 members 2:47 hours</p> <p>Burnside Campbell Carroll Crawford Di Ciano Mihevc Nunziata</p> <p>Visiting: Davis, De Baeremaeker, Fletcher, Layton</p>	<p>Govt. Management 6 members 2:33 hours</p> <p>Ainslie Colle Crisanti Davis Shan Triosi</p> <p>Visiting: Fletcher, Shiner</p>

<p>Economic Devt. 6 members 2:25 hours</p> <p>Fragedakis Grimes Hart Holland Kelly Thompson</p>	<p>Parks 6 members 2:02 hours</p> <p>Augimeri Carroll Doucette Layton Matlow McMahon</p> <p>Visiting: Davis, Wong-Tam</p>	<p>Board of Health 6 members plus 7* citizen appointments 0:25 hours</p> <p>Cressy Doucette Fletcher Layton Mihevc Shan</p> <p>+Glover: TDSB</p>	<p>Striking Committee 7 members 11 minutes</p> <p>Bailao Colle Grimes Kelly Lee Minnan-Wong Shiner</p> <p>Visiting: Davis</p>
<p>Employee & Labour Relations 33 minutes twice/yr</p> <p>Davis Di Giorgio Holyday Lee Minnan-Wong Robinson Crawford</p>	<p>Civic Appointments 9 members 21 minutes 3x/yr</p> <p>Carmichael Greb Di Ciano Lee Minnan-Wong Palacio Burnside Ford Kelly Mihevc</p>	<p>Affordable Housing 5 Councillors 1:03 hours 3x/yr</p> <p>Bailao Fletcher Palacio Pasternak Perks</p> <p>Visiting: Doucette</p>	

APPENDIX E

City Council Meetings: Nov. 7, 8, 9, 2017

<http://app.toronto.ca/tmmis/decisionBodyProfile.do?function=doPrepare&meetingId=11867#Meeting-2017.CC34>

Total duration: 23:31:00 (8 hours/day. Full days into evenings.)

1. **Process** : 2 Presentations, confirm minutes, administration inquiry: 14:11
Chair reports, new business, declaration of interest, petitions, 1 recorded vote time: 22:01.
2. **Holds**: deals immediately with 45 items: 39 holds, 6 votes, Duration:: 22 minutes.
3. **Urgent** items, holds, 3 votes, order paper: Duration: 10:55

Mayor key items:

4. **EX. 28.6** Go system, TTC revenues: Duration: 56:44,

Questions staff: **4 councillors**, 16.26

Speeches: **6 Councillors**

Two motions. Three recorded votes. 40:18

5. **PW 24.9** Bloor bike lane project evaluation Total item duration:

Staff questions part 1: **7 Councillors** Duration: 33.11

Afternoon session:

6. **Holds**: 13 released, including 5 recorded votes: all passed Duration: 12:57

7. **Urgent** motions: 9 motions, 1 recorded vote: 7:08

8. Petitions: two: 1:00

9. **PW 24.9** (part two) Mayor item: Duration: 28.46-1:26:13

Resume staff questions: Total questions staff: **19 Councillors** 57:37+ 33:11

10. **Urgent motion**, 1, OMB, :30.

11. **PW 24.9** Speakers mayor item: 1:28:23-3:27:53

Total speaking **24 Councillors** Duration: 1:59:30

Votes five motions: 3:27:53-3:35:02 Duration: 7:09

12. **Process** Confusion: 6:41 minutes

13. **Holds**: nil

14. **EX 28.5** Crossing guards privatized:

Questions of staff: ends 4:01:44 time code: **4 Councillors** Duration: 20:01

Evening Meeting:

15.Holds:

5 items, 3 recorded votes: 6:27

16. **EX 28.5** Item continues: 8:46- 1:16:43 Total Duration: 1:07:47

Staff questions cont'd: 8:46- 41.11 Total item **12 Councillors** Duration: 32:25

Member speech: 41.11- 1:16:43 **9 Councillors** Duration: 35:22

Session ends 1:16:43

COUNCIL NOVEMBER 8

17. **Process** MEETING SETUP: 23:02 (excludes hold) 9:49

18. **HOLDS** : 13.13

Six items, 6 recorded votes

19. AU 10 2-4. Three items

Questions of staff: 30.53:00- 1:16:09 **9 Councillors** Duration: 45:16

Speakers: 1:16:09- 2:18:31 **15 Councillors** Duration: 1:02:22

Votes: 2:18:31-2:25:20 Duration: 6:49

20. **Item AU 10.11:** TTC AG review of complaint of briefing note

Questions: 2:25:20-2:46:24 Duration: 21:04

Questions of Staff: privilege argument (2:28:45- 2:34:39)

Questions: **5 Councillors**

Speaker breaks off the session.

Afternoon session:

21. **Process** Begins: 9:30 change order paper, recorded vote Duration: 2:22

22. **Holds:** Begins 11:52-21:57

6 items, 1 void, 6 votes, 3 recorded. Duration: 10:05

23. **Motions** 21:57—22:28 Duration: 0:31

Appeal to TLAB carried.

24. **AU 10.11** From 22:28- 1:10:2415 Duration: 47:56

Questions cont'd: **12 councillors: total 17 Councillors**

Speakers 1:10:24 – 2:13:00 **13 Councillors** Duration: 1:02:36

Vote: report recorded unanimous 2:14:41

25. **Process:** Motion reorder the order paper: to complete auditor reports: recorded lost (2/3)

26. Urgent **Member's Motions:** 2:17:03-2:52:35 Duration: 35:32

37 items: 3 holds, 1 refusal, 1 withdrawn, 13 recorded votes.

27. **LS 22.1** 2:52:35-3:43:47 Total duration: 51:12

Licensing and Standards opening for prepared meals on Christmas

Questions for staff: **5 Councillors** Duration 18:56

Speaking: **8 Councillors** Duration 30:02

Vote: recorded 3:43:47- Duration: 2:14

28. **Process** Plans ahead:3:43:47- 4:46:01 Duration 2:14

29. **Holds:** releases 3:47:23 – 3:53:54 Duration: 6:30

6 items: 3 held, 3 passed, 1 recorded vote.

Evening session:

30. **Holds:** releases 5:26-11:18 4 items two remain held. Duration 5:52

31. **EX 28.5** 11:18- 39:01 (continued) total duration: 21:01

Police transformational task force (continued)

8 Councillors speak: Total 17 Councillors

Votes: 39:01- 45:13 Duration 6:12

32. **Member Motion:** 45:13-50:58 Duration: 5:45

5 items two remain held

33. **EX 28.16 50-58- 1:12:50** **Total Duration: 21:52**

Release Legacy restoration Indigenous City Hall Square

Staff question: 51:58 **3 Councillors** Duration: 6:10

Speakers: 58:08- 1:11:26

4 Councillors

Duration: 13:18

Vote: 1:11:26- 1:12:50

Duration 1:14

34. Hold: release 1:12:50- 1:16:01

Duration 3:11

3 items two carried, one held down.

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36. Process: 4:39-5:17

Duration: :38

37. Holds: 5:17- 12:58

Duration: 7:41

6 items, 1 hold, two on scheduling, 5 remain

38. EX 28.2 Parks Rec facilities 20-year master plan 12:58- 1:21:43

Duration: 8:45

Rec centres, special funding high growth becomes the issue.

Questions of Staff: **18 Councillors**

Councillor speeches 1:21:43- 2:55:25

22 Councillors

Duration: 1:33:42

39. Hold: 2:55:25- 2:56:11

Duration :46

1 item remains held

Afternoon

40. Holds 7:13- 18:46

Duration: 11:33

Council seems ragged. Item is released, one amendment is proposed, item is amended, held, returned, the amendment is withdrawn, another amendment added, three votes, two recorded: 6 minutes.

5 items, two amendments, 5 recorded, 1 carried.

41. Process: 18:46- 21:18 including adjustment to 2 motions.

Time: 2:32

42. EX 28.2 21:18- 27:00

Duration: 5:42

Speakers continued: **2 Councillors: Total Councillors 24**

Vote: 27:00- 37:41

Duration: 10:41

Seven votes 10:41 minutes.

43. ST 14.7/CC 45.2

38:33- 56.17

Total duration: 17:44

Appointments to Toronto Realty Agency Board, Di Ciano and Bailao.

Staff questions: 38:33- 46:48

2 Councillors

Duration: 8:15

Vote 44: recorded 45:16 going in camera.

Meeting resumes: 59:30 -1:09:20 Speakers: **5 Councillors** Duration: 9:50

Vote: 1:09:20- 1:10:56 recorded vote Duration: 1:36

Process: Complete quick items: Defer others to December. Carried.

49. **Held:** 7 items 1:10:56 -1:24:19 Duration 13:23

50. **EX 28:21** continued: 1:24:19-1:26:58 delay: does not return.

51. **Hold:** 1:26:58- 1:29:30 Duration 2:32

Meeting ends. 9 or 10 items left to next meeting.